

POSITION DESCRIPTION	
POSITION TITLE	Manager - Project Management Office
LOCATION	Petone, Wellington
DEPARTMENT	Client Services
REPORTING TO	Head of Client Services
PROFESSIONAL LEVEL	Leader
BAND LEVEL	M
NATURE	A privately owned NZ company, Aspeq delivers over 145,000 exams each year in 25 countries and employs 58 permanent and 200+ part time and casual employees and contractors in NZ, and Australia. Aspeq delivers exams through a network of centres across Australasia and operates two customer service help centres in Petone, NZ and Canberra, Australia. The role will be required to work Monday to Friday, but you must take a flexible approach to working hours in line with the global nature of Aspeq. This may include occasional national travel and evening and weekend on call duties.
KEY RELATIONSHIPS	<u>External</u> - o Project Stakeholders - o Clients - o Contractors - o Consultants <u>Internal</u> - o Head of Client Services - o Senior Leadership Team - o Project, programme and business owners - o Project Managers, Business Analysts and delivery teams - o All Aspeq managers and staff involved in projects, programmes and change initiatives.
KEY PURPOSE	- o To lead and continually mature Aspeq's Project Management Office (PMO), providing the governance, standards, project controls, delivery assurance and reporting frameworks that enable consistent, effective and high-quality delivery of projects and programmes across the organisation. - o To oversee Aspeq's project portfolio, ensuring the project portfolio is prioritised, coordinated and reported in line with organisational strategy, capacity and client commitments.

	- o To manage complex projects and continuous improvement initiatives throughout the project lifecycle, within agreed scope, time, budget and quality expectations. - o To build consistent project and delivery disciplines, tools and ways of working across Aspeq. - o The Manager – Project Management Office works in close partnership with the Manager - Programme Delivery to ensure Aspeq's strategic programmes are delivered through consistent governance, project management disciplines, reporting and delivery assurance.
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ROLE FACTORS	CRITERIA FOR SUCCESS
<u>Education</u> The level of education and/or knowledge compatible with proficiency in tasks outlined in role responsibilities.	o NZQF Level 8 - Degree (Applied/Honours, Conjoint Degree, Post-Graduate Diploma) or equivalent tertiary qualification.
<u>Experience</u> The level of cumulative general and technical experience required to perform the role competently.	- o 7+ years of relevant professional experience in project, programme or portfolio management, preferably within complex or global operations. - o Demonstrated experience establishing, improving or operating a Project Management Office or comparable governance function. - o Strong experience in portfolio governance, project controls, delivery assurance, reporting and analytics. - o Experience managing complex projects and coordinating multiple concurrent initiatives, interdependencies and organisational implementation activities. - o Experience developing and embedding project management standards, methodologies, tools, including digital tools and AI, and continuous improvement practices. - o Sound understanding of organisational strategy, resource planning, financial management, risk management and performance metrics.
<u>Complexity</u> The predictability of the role, considering complexity of activities faced in the normal course of work.	- o Working across multiple projects, programmes and business priorities where dependencies, risks, resource constraints and stakeholder expectations may conflict. - o Applying senior technical expertise to develop and embed fit-for-purpose governance, standards, methodologies and project controls. - o Independent thought and decision-making are required to analyse portfolio information, identify emerging issues and recommend appropriate action. - o Understanding broader organisational and client impacts and balancing delivery requirements with strategic priorities and operational capacity.

ROLE FACTORS	CRITERIA FOR SUCCESS
<u>Scope</u> Breadth of control over other staff and resources, and skills required to best utilise these resources.	○ Oversight and coordination of Aspeq's project portfolio, PMO framework, project controls, reporting and delivery assurance activities. ○ Influences the allocation and coordination of project resources but has no permanent direct reports. ○ Provides functional guidance, coaching and support to project managers, project teams and stakeholders to strengthen delivery capability and consistency. ○ May lead project teams or coordinate resources for specific projects and improvement initiatives. ○ Leads the development of processes and tools to mature the PMO environment and support the organisations growth
<u>Problem Solving</u> The level of judgements required, alongside the availability of guidelines/procedures and the degree of analysis and innovation to arrive at a solution.	○ Researching and analysing complex delivery, governance and portfolio issues using information from multiple and potentially contradictory sources. ○ Applying initiative and judgement to identify root causes, assess options and develop practical solutions that support both immediate delivery and longer-term PMO maturity. ○ Anticipating risks, dependencies, resource constraints and delivery impacts and establishing appropriate controls or escalation pathways. ○ Continually reviewing PMO processes, tools and practices to identify opportunities for optimisation and improvement.
<u>Freedom to Act</u> The degree of independence exercised within the role.	○ Progress reviews are usually undertaken, but assistance from the Head of Client Services is sought where required. ○ Works independently within agreed strategic direction, governance frameworks, delegations and project objectives. ○ Interprets and implements broad organisational objectives without detailed procedural guidance. ○ Escalates material portfolio, delivery, financial, client or organisational risks through the appropriate governance channels.
<u>Impact of Decisions</u> The extent to which decisions made by the role holder impact the physical, financial and human resources of Aspeq.	○ Decisions and recommendations may affect multiple projects, client commitments, organisational resources and the achievement of Aspeq's strategic priorities. ○ Provides high-level advice and portfolio insights that are regularly sought and acted upon by senior management and project governance groups. ○ Has a material influence on project prioritisation, delivery confidence, release coordination, risk exposure and the effective use of organisational resources. ○ May recommend the use of external advisers, contractors, tools or other resources required to support effective delivery.

ROLE FACTORS	CRITERIA FOR SUCCESS
<u>Interpersonal skills</u> The nature and degree of interaction at various levels the role requires to complete tasks.	○ Exceptional ability to influence and advise senior leaders, managers, project sponsors and cross-functional stakeholders without relying on formal reporting authority. ○ Advanced communication, facilitation, negotiation and consultative skills, including the ability to clarify unresolved issues and build agreement on priorities and actions. ○ Ability to present complex portfolio, project and delivery information clearly and appropriately for governance, leadership, client and operational audiences. ○ Demonstrated ability to maintain constructive professional relationships and manage challenging or competing stakeholder expectations.
<u>Authorities</u> The level of formal financial, staffing and contractual authority allowed and exercised within the role.	○ Signing authority for standard external communication and service-related documentation. ○ Approve routine expenditure and incur reasonable project-related expenditure within approved budgets and delegated financial authority. ○ Exercise delegated decision-making authority in relation to the day-to-day management and operation of the PMO, consistent with Aspeq's Delegations Policy and governance framework. ○ Escalate financial, contractual or strategic decisions outside delegated authority to the appropriate approver.
<u>People Management</u> The responsibility for supervision and management of Aspeq's human resources.	○ The role has no permanent direct reports. ○ Provides functional leadership, coaching and guidance to people involved in project and delivery activity across Aspeq and on occasion with Clients. ○ May lead project teams and coordinate internal and external resources for defined projects, releases or improvement initiatives. ○ Supports clear accountabilities, effective collaboration and quality standards across project deliverables.
<u>Administration</u> Legislative matters, right to work and additional administrative matters.	○ Must be eligible to work in New Zealand. ○ Must agree to a New Zealand Ministry of Justice criminal record check, an Australian Federal Police criminal history check, any overseas security clearances required for the role, and, where applicable, a credit check. As part of a security clearance process, as required you must be prepared to provide information about your immediate family members.

ROLE RESPONSIBILITIES	REQUIRED ACTIONS/OUTCOMES
<u>Portfolio Governance and Prioritisation</u>	○ Maintain an organisation-wide view of the project portfolio, including priorities, sequencing, dependencies, capacity, risks and delivery status. ○ Support senior leaders and governance groups to assess, prioritise and make informed decisions on proposed and active projects.

	- o Ensure projects have appropriate sponsorship, governance, scope, objectives, success criteria and decision-making arrangements. - o Coordinate portfolio planning and regularly review alignment with Aspeq's strategy, business plans, client commitments and available resources. - o Monitor overall portfolio health and provide early identification of delivery constraints, emerging risks and opportunities requiring management attention. - o Maintain clear governance pathways and ensure material issues, risks and decisions are escalated appropriately.
<u>PMO Standards and Methodologies</u>	- o Own, maintain and continually improve Aspeq's Project Management Manual, PMO framework, templates, standards, SharePoint tools and approaches, and methodologies. - o Establish proportionate and scalable delivery practices that can be consistently applied across projects of differing size, complexity and risk. - o Promote and embed consistent project and delivery disciplines across the organisation through guidance, coaching, tools and practical support. - o Maintain and enhance PMO systems and tools, including SharePoint approaches and improvements, to improve visibility, planning, accountability and decision-making. - o Support the integration of project management, business analysis and implementation practices across the organisation. - o Monitor adoption of agreed standards and identify opportunities to strengthen organisational project delivery maturity.
<u>Delivery Assurance and Project Controls</u>	- o Establish and maintain fit-for-purpose project controls covering scope, schedule, budget, resources, risks, issues, dependencies, changes and benefits. - o Support informed decision-making by providing objective advice on project health, delivery confidence and readiness at key governance milestones. - o Ensure Project Initiation Documents, plans, budgets, risk registers, change controls and other core project documentation meet agreed standards. - o Monitor project milestones and deliverables, identify emerging variance or delivery risk and work with project owners to agree on corrective actions. - o Support effective management of customer and internal change requests that affect project scope, timing, cost or deliverables. - o Coordinate post-project reviews and ensure lessons, recommendations and agreed improvements are captured and applied.
<u>Reporting and Analytics</u>	- o Develop and maintain clear, accurate and timely portfolio and project reporting for the Project Control Group, senior leaders, sponsors and other stakeholders. - o Define reporting requirements, frequency, data standards and accountabilities for project teams.

	- o Provide portfolio insights and recommendations that support Executive decision-making. - o Provide meaningful insights and recommendations rather than relying solely on status reporting. - o Maintain appropriate dashboards, metrics and reporting tools to support governance and decision-making. - o Promote data quality and consistency across project and delivery reporting.
<u>Portfolio Coordination</u>	- o Provide governance and coordination across project implementations and organisational delivery activity to support business and client readiness. - o Maintain visibility of release schedules, dependencies, resource requirements, risks, impacts and decision points. - o Work with project, business analysis, product, operational and client-facing teams to coordinate release planning and readiness activities. - o Facilitate clear go/no-go criteria, readiness assessments, approvals and post-release review processes. - o Facilitate identification of clashes or cumulative impacts across releases and support appropriate sequencing, mitigation or escalation.
<u>Project and Improvement Delivery</u>	- o Lead selected complex or strategically significant projects and continuous improvement initiatives throughout the project lifecycle in accordance with agreed PMO standards. - o Define project scope, goals, requirements, deliverables, plans, resources, budgets and success measures in collaboration with sponsors and stakeholders. - o Plan and chair project meetings and coordinate the contribution of internal staff, contractors and consultants. - o Manage project dependencies, critical paths, risks, issues, changes and contingency plans. - o Communicate expectations, status and decisions clearly and maintain constructive stakeholder and client relationships. - o Deliver projects within agreed scope, time, budget and quality expectations and ensure appropriate handover, closure and review. - o Lead or contribute to continuous improvement initiatives that optimise project and delivery processes across Aspeq.
<u>Live our Values</u>	o Know and demonstrate Aspeq's values.
<u>Other</u>	o Any other activities as directed in line with the nature and scope of the role.

At Aspeq, we recognise and appreciate that diversity, inclusion, and accessibility is valuable to our business. We embrace the unique perspective and capabilities of our current and future employees, which will help us continue to drive innovation and achieve our business goals. Our culture enables us to create an environment of involvement, respect, and connection to benefit individual employees and all our clients across the world.